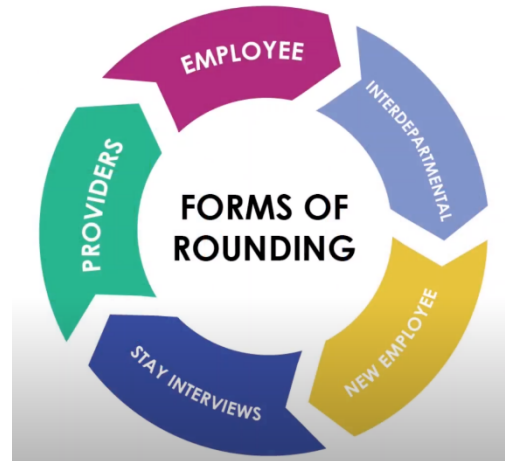




Solution

Strengthening Relationships through Rounding

ROUNDING is dedicated time that a leader takes, usually 1:1, to ask very purposeful questions to prompt a meaningful discussion. Leaders rounding with their employees is the most common use of rounding.



- ▶ **Employee Rounding** - Leaders rounding consistently with employees strengthens relationships. An employee's relationship with their manager has been shown to be a major factor in how employees feel about their job and employer and impacts how well they perform at work. Through rounding consistently, leaders get to know their employees better and help them feel comfortable talking about any subject.
- ▶ **Interdepartmental Rounding** - When leaders round with people in other departments asking questions that improve working relationships and teamwork
- ▶ **New Employee Rounding** - For leaders to jump start a positive working relationship with new employees and help them feel welcomed and supported
- ▶ **Stay Interviews** - To ask questions aimed at understanding factors related employee retention or turnover
- ▶ **Provider Rounding** - To strengthen working relationships, improve patient care, and show appreciation.



Benefits of Consistent, Purposeful Employee Rounding

Rounding is a proactive leadership activity, versus reacting to when there are issues & problems.

Rounding allows leaders and employees to unite in finding creative solutions that break down barriers and roadblocks.

It takes a dedicated period of time of rounding, and diligent follow up, for leaders to start noticing that day-to-day activities and interactions are becoming more proactive.

ACTIVELY ENGAGE & LISTEN

Beyond the skill of asking great questions during rounding, the art and skill of rounding requires leaders to personally connect, be present, focused and undistracted, be open and receptive (not defensive) to the employees' responses . . . in essence, actively engage and listen.

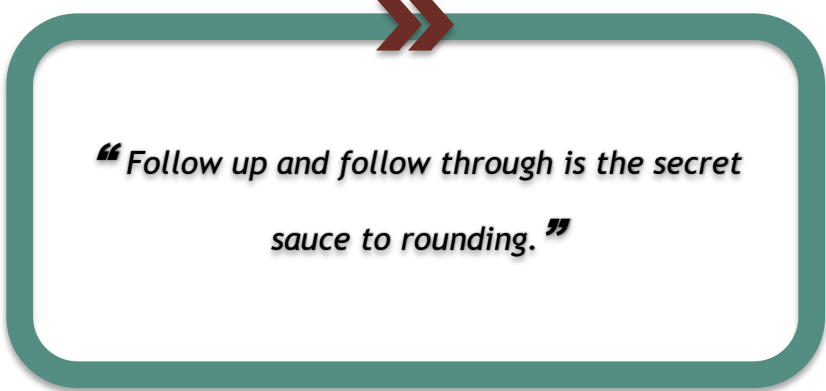
Employee Rounding Questions

Leaders should ask open-ended versus yes or no questions during rounding.

These questions can be broad (e.g., "Are you aware of anything that may be a safety risk?") &/or more specific (e.g., "Have you noticed any safety hazards related to the renovation project?").

All questions posed should be useful, **purposeful** inquiries.

Questions may change over time, but will likely focus on safety, equipment, supplies, and space, training, recent or proposed changes, recognition, and leadership.



“Follow up and follow through is the secret sauce to rounding.”



Make a Positive Personal Connection. Then Ask About Something Positive

- ▶ “What has happened that is positive today?”
- ▶ “What is working well for you with your new schedule?”

Safety

- ▶ “Are you aware of anything that poses a safety risk to employees, visitors, or patients?”
- ▶ “What is one way we can improve the safety of X?”

Equipment, Space, Supplies

- ▶ “Is there any equipment broken or missing?”
- ▶ “What equipment or supplies (or changes in the work space) would help you do your job better, easier, or quicker?”

Training & Education

- ▶ “Is there anything you would like more training on?”
- ▶ “Do you have any questions about the education benefits offered?”

Customized Question About Recent, Past, or Proposed Changes

- ▶ “How are you finding the new X process to be working?”
- ▶ “What outcomes are you seeing with the change to Y?”

Leadership

- ▶ “Is there anything I can be doing differently to support you?”
- ▶ “I want to always be improving my leadership. Can you tell me one thing I could do differently?”

“Burning Questions” (a question in which the answer may be of great interest to others)

- ▶ “Is there something going on in the organization that you don’t fully understand or would like to know more about?”

Recognition

- ▶ “What employee, physician or department could I recognize and for what?”
- ▶ “Tell me about a co-worker or physician who has done something you would define as excellent.”

Closing Question

- ▶ “Is there anything else I should know or any questions I can answer for you?”



A set organization standard will guide how often leaders round with each of their employees. This may be monthly, every other month, or quarterly and usually lasts 15 minutes. Rounding may be scheduled, or it may happen impromptu when a good time arises in the workday.

A “stop-light”-type report is a simple way for leaders to communicate the follow up status of what is learned during rounding. This helps employees to see that their input during rounding was captured, even if it couldn’t be acted upon right away.

ACCOMPLISHED	Date	Employee Rounding Recommendation	Update
IN PROCESS	Date	Employee Rounding Recommendation	Update
NO or TABLED	Date	Employee Rounding Recommendation	Why is it a No? Or, why Tabled?

Tips

- ▶ Schedule blocks of time (preferably not in the leader’s office) and have employees sign up and/or show up during the designated time.
- ▶ Send a copy of the rounding questions in advance so employees can prepare.
- ▶ Ask permission - “Is this a good time?” Be cautious not to interrupt an employee’s work as leaders won’t have the employee’s undivided attention. This may lead to a bad perception regarding rounding versus the positive one that is desired.
- ▶ Some optimal times to round include: down-time, right after shift change for employees leaving their shift, or right before/after a scheduled employee meeting.
- ▶ Make documentation simple...no more than 5 minutes to complete.
- ▶ “Burning Questions” posed during rounding should be answered in an organization-wide communication (usually by administration).
- ▶ Communicate with an employee during your next rounding (or before) with any results of follow up actions.



Interdepartmental Rounding is a way to gain wins and create bonds between employees and other departments. It is an opportunity to break down silos and increase communication. It helps enhance relationship building between departments to improve current and future collaboration efforts, increase efficiencies, improve quality, create understanding within processes, and assist with learning how other job roles interface with others.

Leaders should prioritize rounding with departments that their department interacts with the most and/or has unique opportunities to collaborate or improve working relationships.

A set organization standard will guide how often leaders conduct interdepartmental rounding. This is often quarterly, semi-annually or annually and usually lasts 15-20 minutes. Rounding may be scheduled, or it may happen impromptu when a good time arises in the workday.

Recommended Interdepartmental Rounding Questions

- ▶ Can you describe a recent situation in which our departments (members of our departments) worked well together? To serve a patient? Fix a problem? Improve something?
- ▶ Select 1-3 questions:
 - Can you describe a recent situation in which our departments didn't work well together?
 - What are the top 1 or 2 things we do to make it difficult for you to do your job?
 - If you were running our department what would you do differently?
 - If we were easier to work with, what would that look like?
 - Customized Question(s) - Focus on a current/recent happening (e.g., Since we've changed X, how has this impacted your department? Or, we are working on X change, what input do you have on this?)
 - When you need something from our department, can you count on us? Are we there when you need us?
- ▶ Is there someone in my department that I can recognize for doing a great job?
- ▶ Anything else I should know or any further questions?



Leaders rounding with new employees is unique to the other conversations that leaders may have with new employees about their job orientation and training.

This quality time spent, and the questions asked, are designed to jump start a leader's positive working relationship with their new employees and to help them feel welcomed and supported.

Recommended New Employee Rounding Questions

At 30 and 60 Days, ask:

- ▶ What do you like most about your job? About the organization?
- ▶ Is the position and the organization what you expected? Provide details.
- ▶ Who has been helpful in the orientation period? Provide details.
- ▶ How happy are you working here on a scale of 1-10 with 10 representing the most happy? What would have to happen for that number to become a 10?
- ▶ Is there anything that would cause you to leave us?
- ▶ What type of feedback would you like to receive about your performance that you are not receiving now?
- ▶ As your supervisor, how can I help you?
- ▶ Is there anything else I should know or any questions I can answer for you?

At 90 Days, ask:

- ▶ How does the job compare to what you thought it would be?
- ▶ Is there any reason you feel this is not the right place for you?
- ▶ Do you know of anyone who would be a good fit for our organization?
- ▶ Is there anything your previous employer did that worked really well we could adopt?
- ▶ How happy are you working here on a scale of 1-10 with 10 representing the most happy? What would have to happen for that number to become a 10?
- ▶ As your supervisor, how can I help you?
- ▶ Is there anything else I should know or any questions I can answer for you?



Provider rounding is designed to help leaders to strengthen working relationships, improve patient care, and show appreciation.

A set organization standard will guide how often, and which leaders, utilize engage in provider rounding. This is often quarterly or semi-annually, yet many leaders of clinical departments (clinics, surgical services, emergency, inpatient care units, pharmacy, laboratory, imaging, etc.) will likely find that more frequent rounding with physicians is worth everybody's time.

Provider rounding is almost always scheduled at a day, place and time that is most convenient for the provider. While most provider rounding is conducted 1:1, face-to-face, it could be conducted virtually and/or with groups (e.g., the entire administrative team rounding with one provider, or one leader rounding with a small group of providers).

Recommended Provider Rounding Questions

- ▶ Is there an employee and/or provider that you would like to recognize and why?
- ▶ Are you aware of anything that poses a safety risk to employees, visitors, or patients?
- ▶ Describe two or three things that would improve the quality of care to your patients.
- ▶ Are you aware of any supply, equipment, space and/or training needs for yourself or those you work with?
- ▶ Is there something going on in the organization that you don't fully understand or would like to know more about?
- ▶ Can you describe a recent scenario that demonstrates the responsiveness (follow up & follow through, "close the loop") of leaders? One that does not?
- ▶ What are the top 1 or 2 things we do to make it difficult for you to do your job?
- ▶ Customized Question(s) - Focus on a current/recent happening (e.g., Since we've changed X, how has this impacted your work? Or, we are working on X change, what input do you have on this?
- ▶ Note: Stay interview or New Employee Rounding Questions may be also appropriate to ask during provider rounding.



Stay interviews are a form of employee rounding in which leaders ask specific questions targeted at understanding factors related to the retention of employees.

A set organization standard will guide how often leaders utilize the stay interview questions during employee rounding. This is often semi-annually or annually.

Recommended Stay Interview Questions

- ▶ What do you look forward to when you come to work each day?
- ▶ What keeps you working here?
- ▶ What changes could be made to create the best job of your life?
- ▶ Think back over the past year. What frustrated you the most at work? What are you most proud of?
- ▶ What makes for a great day at work? How often do great days happen?
- ▶ What could be done to make this a better place to work?
- ▶ What may tempt you to leave?

ROUNDING WRAP UP

While many of the benefits of consistent rounding can be “felt” or “sensed,” individual leaders and/or organization-wide objective measures (e.g., employee satisfaction/engagement, turnover, culture of safety, etc.) should be captured to establish a baseline (and then monitored at established intervals) to assist in quantifying the return on investment from the activities of rounding.

While it may feel a bit awkward at first for both parties, people feeling more comfortable in speaking up and leaders becoming better at listening (and following up and following through!) is a win-win.

Through consistent rounding and follow up from what is learned in these conversations - over time - leaders and employees can enjoy better relationships and feel more united in creating a great workplace that achieves great results.

Call-to-Action:

- ▶ Organization (usually via a Steering Team) sets the standards for rounding
- ▶ Customized rounding plans are created for each leader to commit to and implement with greater consistency and competency over time

Strengthening relationships through consistent purposeful rounding is one of 9 tactics that help us deliver on the promise of excellence.





**Strengthening
Relationships**



**Promoting
Wellbeing**



**Improving
Communication**



**Effective Hiring
& Onboarding**



**Leading
Change**



**Elevating
Gratefulness**



**Giving &
Receiving
Feedback**



**Achieving
Standards**



**Setting &
Achieving Goals**



Customized Rounding Plan

At a minimum, a leader's rounding plan incorporates the organization's set standards for rounding. Yet, customizing the plan to each leader's individual unique needs & opportunities will support the purposeful and impactful intent of rounding.

Employee Rounding & Stay Interviews

Organization's Standard for Employee Rounding (if applicable):

of employees: My Frequency of Rounding:

My Employee Rounding Plan:

How will Stay Interviews be incorporated into your employee rounding plan?

Considerations: current engagement/satisfaction survey results; vacancy rate; turnover rate; overall department operational performance

New Employee Rounding

Organization's Standard for New Employee Rounding (if applicable):

Number of new employees in department, on average, per month:

My New Employee Rounding Plan:

Considerations: Turnover in first 90 days, 6 months, 1 year, and 2 years; new employee engagement scores

Interdepartmental Rounding



Organization's Standard for Interdepartmental Rounding (if applicable):

Listing of departments that interact daily (or several times weekly) with your work unit:

My Interdepartmental Rounding Plan:

Considerations for frequency: overall department operational performance; current engagement/satisfaction survey results or other assessment findings related to “silo behavior” or lack of collaboration/teamwork, errors/defects/occurrences

Provider Rounding

Organization's Standard for Provider Rounding (if applicable):

Listing of key providers:

My Provider Rounding Plan:

Considerations: How will the organization coordinate provider rounding activities if multiple people interact frequently with providers (... so that providers aren't missed or “over rounded with”?)



My Commitment to Improving Relationships through Rounding

I commit to this rounding plan, including the follow up and follow through from what I learn through rounding activities.

I will re-evaluate this plan at a minimum of every six months to assess the impact of rounding on relationships, engagement, and results. I will adjust my rounding plan based on these re-evaluations and/or our organization's standards. I will ask purposeful questions and actively engage and listen.

I will round with purpose and intent to strengthen relationships, build engagement, and improve results.

_____ Date: ____/____/____
Signature

